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ABSTRACT

Most of the courses described in this booklet are intended to give an appreciation of modern management techniques and thinking in a port context. Their main value lies in providing the knowledge a manager needs to do his job effectively and to prepare himself for future jobs. The courses are: (1) Management; (2) Work Study; (3) Supervisory Management; (4) Directed Private Study. Other courses discussed briefly are those offered by the British Transport Staff College, Woking, those offered by the British Transport Docks Board Staff College, King's Lynn, and those of Burton Manor College, Cheshire. Further training information associated with the National Association of Port Employers and the National Dock Labour Board is given. Dates of courses sponsored by the National Ports Council are presented in tabular form giving course, location, and date. National Ports Council publications and ordering information are given in a brief listing. (DB)

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Programme 1972



**Training
schemes
for the
Port Transport
Industry**

Training Schemes for the Port Transport Industry

1972

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Introduction by Mr. J. Morris Gifford Director General, National Ports Council

During 1971 government and managerial attention was concentrated on the need to strengthen port finances. It is now generally recognised that priority must be given to establishing and achieving sound financial objectives, and in attaining the increased efficiency of service and operation which will be necessary to fulfill these objectives, changes in management methods, management development and training are, I believe, essential. That the Minister attaches great importance to these improvements is clearly shown by the programme of action he outlined for the Council in May 1971*.

In the light of the Minister's remit, and as much of the work which the Council's Training Division had been doing since 1966 necessarily went beyond the common interpretation of the word 'training', the Council decided that a change of the Division's title was desirable. The new title is 'Manpower Development Division', which more fittingly describes the range of the Division's current and likely future responsibilities.

Everyone in the ports has been conscious of the overall fall in demand for manpower. When the Council conducted its first census in January 1966 the industry employed nearly 130,000 people, half of them registered dockworkers. Now, six years later, the number has shrunk to some 90,000, of whom half are still registered dockworkers. We should all realise the implication that with rising trade and different handling methods we need to take account of the changed job requirements for all levels of employee in the industry and plan accordingly. The Council and their staff will do their best to help in providing the means by which such changes can be secured.

*Extract from the text of the Written Answer given in the House of Commons: by the Minister for Transport Industries on 25 May, 1971

'In the Government's view the Council has a major and increasingly important role to play in strengthening the ports industry. I have invited it to formulate in collaboration with the ports a programme of action which should include:

- (a) improvements in management, finance and commercial methods; reform of tariff structures; co-ordination of costing and accounting procedures; the setting of realistic financial objectives; the elimination of loss-making activities and the phasing-out of obsolescent facilities;
- (b) management development and training throughout the industry, including careers structure; a central clearing-house for management posts;
- (c) changes in the boards of the major public trust ports; in the direction of smaller boards, with more executive members.'

National Ports Council

STANDING COMMITTEE ON TRAINING

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J N B Champain — National Dock Labour Board

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E W Clubb — Her Majesty's Inspector, Department of Education and Science

A F Beckenham* — Institute of Transport

Staff of The Council's Manpower Development Division:

P J Powrie — Director of Manpower Development
F H Eagle — Chief Training Development Officer
A Holt — Principal Manpower Planning Officer
J Tyas — Training Development Officer
D W Norman — Work Study Training Officer

*Invited to attend as an observer

The Council's Manpower Development Division

As mentioned in the Director General's introduction this is the new designation of what was formerly the Council's Training Division, a recognition of the way in which the Division's work has developed since 1966. Both the approach and title are in line with recent thinking in other industries. The Division's staff now includes a senior statistician, who is developing further the Council's work in manpower planning.

Stated briefly, the Division's interest is in the manpower consequences of management decisions and practice. Major decisions with implications for the numbers and quality of people to be employed are becoming more critical as practices change in the port industry. A whole range of techniques – manpower planning, training needs assessment, career development, selection, appraisal, management development – are so inter-related that one can hardly function properly without the other. In practice, in the past, the Division has been asked to offer advice and assistance over the whole range rather than the narrow field understood by many people as training.

The Division will continue to provide, as an important section of its work, a confidential training consultancy service available both to advise management and assist training officers in developing effective 'in company' training activities. It is hoped that management will take advantage of the new emphasis and feel free to consult the Division on any problem affecting manpower development. An increasing number of organisations are finding that Work Group Discussion Schemes are a useful method of developing a more effective management team and it is felt that applications based on this method of internal training, pioneered in the industry by the Council, are an effective method for dealing with organisational problems. Requests for further information and advice on these techniques are welcomed. The Council will provide the services of a Training Development Officer to initiate a scheme and develop it until such time as it becomes a self-supporting part of an organisation's methods of work.

Some problems, e.g., advice on the relevance of particular courses, can often be dealt with by letter or by telephone. Others may necessitate a brief visit to the organisation where the problem originates. This help is provided without charge. When a more lengthy assignment is necessary, as in the case of advising and helping organisations to deal with particular training problems, a modest fee to cover costs is usually arranged.

A Work Study Training Officer is now available to help in this important field. Training can be arranged either locally or at some central venue and the officer is available to advise organisations on how they can best use training to explain and introduce Work Study. During 1971 such courses were run with the Council's assistance in the Tyne, Dover, London and South Wales.

The range of courses already sponsored by the Council, which is intended to supplement 'in company' training activities, is being continued. While it is intended to maintain some 'general' courses the emphasis is being changed to concentrate more on short specialist seminars which discuss in some depth the particular problems of one or more functions. Typical of these are the well established Harbour Masters' Seminars and the more recently developed seminars on cargo handling equipment and techniques; others will be added during 1972. There have also been changes in the content and structure of other general courses (please see pages 10 to 12).

During 1972 the Council will continue to co-operate with the Industrial Training Service and the National Dock Labour Board in running training courses for instructors. One course only has been planned but others can be provided if there is sufficient demand. It is hoped that other organisations will join with the Board in taking advantage of the opportunity to have some of their men trained in systematic instructional skills.

Several Training Research Officers have been seconded to work with the established training staff on such projects as the evaluation of different types of training, attitudes to training, analysis of job difficulties and allied subjects. The Council are always interested to hear from any organisation which has problems where the specialised assistance of these Research Officers can be of help.

Using External Courses Effectively

Most of those courses sponsored by the Council which are detailed in this booklet are intended to give an appreciation of modern management techniques and thinking in a port context. The basic courses are designed to be followed by more specialised studies dealing with certain subjects or themes in depth. Thus, only a few of the programmes deal exclusively with particular areas or skills. The syllabuses are subject to constant review, programmes being altered to incorporate new developments and lessons learned from previous courses.

There is at present a great variety of courses, particularly for managers, provided by a large number of organisations. Many port organisations may feel that the selection of the right course is a matter of chance. The Council believe that provided certain steps are taken value for the money expended can be obtained.

It is essential to be realistic about courses. Their main value lies in providing knowledge – the knowledge a manager needs to do his present job effectively and to prepare himself for future jobs. In other spheres such as broadening his experience, developing such skills as decision-making or problem-solving and in managing the human resources at his command, formal courses can contribute something, but properly organised practice and coaching is the main need. When it is considered how short the time spent on any course is compared with the total of a manager's working life, it may be realised how unrealistic it is to expect dramatic changes from any one course.

It is also necessary to have a systematic procedure for investigating and evaluating courses. Information on user reaction is available from the British Institute of Management and the Management Courses Index; the Council's Training staff can also assist. Opinions and reports may be available from other companies inside or outside the industry. The experience of a company in regard to courses attended by its own staff, can and should be, carefully considered. It is not possible to evaluate a course effectively unless an organisation has made arrangements to benefit from it. A corollary to sending a manager on any course should be the consideration with him of specific action plans for his return.

If these steps are taken external courses can be a useful tool in training a manager; without them attending such a course is an exercise carried out in hope not anticipation.

Courses sponsored by the National Ports Council

A. Management

1. Management in the Port Transport Industry

Aims

To give a background to current and future development in the port industry.

To study the processes of management with special reference to the industry.

To examine in depth the application of specific management techniques in selected ports in the United Kingdom and Europe.

To guide participants in the application of knowledge to problems within the industry.

Level

Persons nominated for this course should be executives of about dock manager level or their equivalent in other functions. Men occupying superintendent level positions in stevedoring organisations have also found that recent courses have fitted their needs. They should be in positions affording scope for the introduction of at least some of the techniques and new ideas gained during the courses. Normally, they will be in the age range 30-45 but both younger and older managers have profited from earlier courses.

Design of the Course

The course commences with a three day Preliminary Seminar held at the college. The major aim of the seminar is to stimulate the thinking of course members and to decide *in discussion with them* where the main concentration of the course should be placed in order to meet their needs. The seminar will include the Business Simulation Exercise 'Simport' together with discussion of the future programme of the course.

Part I of the course consists of one week at the Polytechnic of Central London. Lectures and discussions will be held covering the areas previously selected by the course members and designed to widen and bring up to date their knowledge of modern management ideas and techniques in the chosen areas.

Part II of the course will consist of four short visits to selected ports (including a Continental port) to study the use and development of those techniques dealt with during Part I. It is hoped that ports nominating managers for the course will be prepared to assist in this phase.

For Part III of the course students will be required to carry out a suitable project in their home port designed to allow them to use the knowledge they have gained. These projects will be discussed at a final two day meeting at the end of the course.

The various phases of the course will be spread over a period of approximately six months.

Subjects

The balance and emphasis of the subjects covered will be determined by the needs of the participants in each course. They will be drawn from the following areas:

- Management Services and Quantitative Techniques
- Finance and Accounting
- Economic and Commercial Aspects of the Port Industry
- Human Aspects of Management
- Management Methods and Organisation
- Developments in Methods of Operating

Cost

The fee for the course will be £145. This fee includes accommodation when the course is at the college, textbooks and tutorial visits. Members will be responsible for the cost of travel and residence during the visits to various ports.

2. Management in Port Operations

Aims

To provide information on recent developments in techniques and ideas related to port operations.

To stimulate course members into making use of modern techniques wherever possible in their own jobs.

Level

This course is aimed primarily at providing up-to-date background knowledge of a selection of current port management techniques for those specialist grades of management concerned specifically with operational, engineering or marine activities. Nominating managers may also find that it fits the training needs of other specialist staff. This course does not duplicate the Management in the Port Transport Industry course since it is of a more general nature than the latter.

Subjects

Subjects are organised in three main groups:

- Port Technology
- Human Relations
- Quantitative Techniques

An important part of the course is the carrying out of individual projects. Course members return some two to three months after the course proper ends in order to analyse and discuss projects.

Since December 1967, when it was first run, 80 managers drawn from 30 port authorities (including 13 overseas port authorities) and five private employers have attended this course. It appears to have been particularly useful to the staff of small ports.

The fee for the course is £145. This includes accommodation, tutorial visits, written material, etc.

3. Specialised Seminars

The objective of these seminars is to allow various professional groups to meet to study common problems and areas of interest. In each case the timetable aims at combining lectures from experts in selected fields with discussion periods on implications for those present.

The Harbour Masters' Seminar has run successfully since 1969 and is being continued at the request of the participants, topics being selected from their suggestions. A Pilotage Seminar was first introduced in 1970 and the Council sponsored a second in 1971. Two seminars on Research and Development in Cargo Handling were run in 1971 and other specialist seminars of an experimental nature are being introduced this year at the suggestion of members of the professional groups concerned.

The fee may vary slightly but will be of the order of £32 for each seminar.

The following seminars are being offered during 1972:

- a. Harbour Masters' Seminar
- b. Pilotage Seminar
- c. Engineers' Seminar
- d. Finance Seminar
- e. Research and Development in Cargo Handling

4. "Simport"

This is a Business Management Exercise specially written for the port industry. It simulates the task of running a port and can provide a suitable training exercise for senior and middle management. It now forms an integral part of the 'Management in the Port Transport Industry' courses, but can also be run as a self-contained training exercise.

Seminars can be arranged which are open to several organisations in the industry or the exercise can be arranged for the staff of a single organisation on their own premises or at some other convenient venue. It has been run in the latter form for the senior management of two ports.

The cost of joint seminars is about £30 per head including residential accommodation. The Director of Manpower Development will be pleased to discuss how best the exercise can help to meet the needs of any organisation.

B. Work Study

It is the policy of the Council to give all possible assistance in training in this important field. At present four well tried courses are available, all dealing with work study in the context of port operations, procedures and problems.

- a. **Work Study Appreciation**
These normally last four days and have been run in London, Tyne, South Wales and Dover. They are intended to be attended by a wide cross-section of people from middle management to shop stewards and registered dockworkers. During 1971 alone 33 of these courses were organised.
- b. **Work Study Technicians**
This is a four week course intended to give basic training in a limited number of work study techniques to people who may have to carry out simple work study exercises, but do not require the breadth and depth of knowledge achieved by the Work Study Practitioners' course. It has also been found useful to give shop stewards a greater knowledge of the subject than can be given by the Appreciation course.
- c. **Work Study Practitioners**
This 12 week course is designed for men from within the industry who are intended to practise work study within their organisation. A thorough grounding is provided in the theory and practice of work study as a service to management.
- d. **Basic Work Data**
This course lasts nine days and is intended to train existing work study staff in this specialised technique. The technique is specifically designed for engineering maintenance work and has been extensively used by a number of large organisations.

During 1972 it is hoped to add a further course covering Clerical Work Measurement in order to assist organisations who wish to make savings in this field.

The Council's Work Study Training Officer is available to discuss how best he can be of assistance.

C. Instructors' Course

The aim of these courses is to provide an opportunity for instructors from organisations in the port industry to acquire or to re-assess and to practise the training skills applicable to instructing in practical jobs.

The programme is intended mainly for instructors who are concerned with training for practical dock work or office work. It will also be relevant to the problems of instructors concerned in training for trades, e.g., fitters, electricians, etc. For training officers who may have little experience of training in practical work, or who wish to update their knowledge of modern instructional techniques, the course provides a useful refresher.

The course is of the sandwich type and consists of three modules (each lasting five days) linked by supervised project work. Each module will take place in one of the National Dock Labour Board schools, practical work being carried out in the nearby docks. The project work is done in each student's home port.

A certificate of competency based mainly on results of practical and project work will be available where desired by students or their employers.

The course is run by tutors from the Council's Manpower Development Division and from the Industrial Training Service with the assistance of National Dock Labour Board staff and visiting lecturers.

The fee for the course is £93 per student excluding accommodation, travel and meals. Leaflets containing further information regarding the course can be obtained from the Director of Manpower Development.

D. Supervisory Management

Supervisory Management Courses sponsored by the Council have been run successfully in the London and Bristol areas for some years. The courses are now being arranged directly between the principal users and the colleges concerned, but the Council's training staff, while no longer directly involved in course administration, can put enquirers in touch with the bodies concerned. Students from other organisations are welcomed on these courses or additional courses can be arranged if desired.

The Council's training staff are available to advise any port organisation on the most appropriate way of setting up supervisory training. They will be pleased to co-operate with managements and local colleges in providing courses suited to local requirements where these are needed.

E. Directed Private Study

The Directed Private Study Course was launched by the Council, working in co-operation with the National Dock Labour Board and South West London College, during 1970. Several hundred people, mainly registered dockworkers, are at present studying under the scheme. Forty of these are students who having successfully completed one or more subjects have now re-enrolled for other subjects.

The Directed Private Study method consists mainly of correspondence studies but includes local meetings with tutors wherever there is sufficient demand. The course is intended for people who cannot or do not wish to attend classes at Technical Colleges.

Objectives

The objectives of the scheme are:

- i to give anyone in the industry who wishes to refresh their knowledge of basic educational subjects a chance to do so.
- ii to help those who wish to develop their general knowledge and understanding of the industry.
- iii to provide a basis for entry to professional bodies or to management/supervisory training.

Subjects

The subjects covered by the course are:

- i English Studies
- ii Practical Mathematics and Statistics
- iii Organisation of the Port Industry
- iv Economics of the Port Industry
- v Geography and Principles of Trade

The course is not intended to replace the Port Workers' Education Scheme, but as an alternative to it. Any number of the subjects can be taken or the whole may be taken as a group.

Level

The level reached by the end of the course is aimed to be approaching GCE 'O' level, though with parts of some subjects the intention is only to give a basic understanding. Little previous knowledge is assumed and the first lessons cover very basic material. Those who find these easy will be able very rapidly to move on to more advanced lessons. Each subject is planned so that it can be completed in about one year provided that students work at a steady rate – there are approximately 20 study papers for each subject and it is expected that they will be worked at fortnightly intervals.

Cost

The cost to the individual is £1 per subject. Registered dockworkers can obtain a refund of this amount from the National Dock Labour Board.

Certificates and Examinations

Two different forms of certificate are available for each subject. One indicates satisfactory completion of the course, and the other indicates that an examination has been passed. The choice is left to the student but the second type of certificate is accepted by various professional bodies.

Further Information

Leaflets giving full details of the scheme are available from most National Dock Labour Board schools and can also be obtained from the Director of Manpower Development, National Ports Council.

Other Courses

British Transport Staff College, Woking

The College organises courses to encourage and develop transport managers and to help improve the management of transport resources. It caters primarily for two levels of management – the mid-career manager of high potential and the very senior manager holding or preparing for responsibility at top level. The fields of study seek to give individual managers a better understanding of the transport industry and its role in society.

The programme covers in general:

- business environment, decision-making, planning and control;
- financial management and computer applications;
- effective communications, industrial relations and behavioural sciences;
- training and management development

The mid-career course lasts twelve weeks and nominees are normally in the 30/40 age group. Senior courses of four weeks' duration are held every second year and are designed for members about ten years older than those attending the mid-career course. In addition the College holds short courses designed to meet the special needs of the transport industry and other undertakings. These vary in length from four days to a week and cover such subjects as Financial Management, Marketing, Industrial Relations, etc. Both the mid-career and senior courses devote one week to a study tour of a foreign country's complete transport system (including, whenever practicable, the EEC) and one or more of its major industries.

The National Ports Council are the sponsoring body for the port industry and all enquiries should be addressed to the Council's Director of Manpower Development.

For dates of future courses, please see page 21.

British Transport Docks Board Staff College, King's Lynn

This College provides residential courses and seminars over a wide range of ports' functions and activities for supervisory, administrative, and management staff, at all levels, which include general and specialised operational needs, together with fundamental and advanced management techniques. They are primarily designed to meet the internal requirements of the British Transport Docks Board, but, with this

proviso, much of the subject matter will be useful and applicable to nominees from other organisations within the industry and places can be made available on request to:

The Training and Education Officer
British Transport Docks Board Staff College
12 St Ann's Street
King's Lynn
Norfolk
Tel: King's Lynn 4030

from whom dates of courses and further information may be obtained.

Burton Manor College, Cheshire

Residential courses for supervisory grades from the docks industry, mainly of two weeks' duration, have been sponsored by the National Association of Port Employers since 1953. At present separate courses of two weeks' duration are available for foremen and superintendents. In addition a third course is offered for foremen and superintendents together in which typical supervisory problems in the docks are studied. All three courses aim to examine important aspects of supervisory jobs and to place them against the background of the industry's current developments.

Dates of Courses

Courses are held at intervals between October and April. The following courses will be held during the winter and spring 1972:

- | | |
|-----------|--|
| Course A: | Superintendents' Course
6 March - 17 March 1972 |
| Course B: | Foremen's Course
24 January - 4 February 1972 |
| Course C: | Supervisory Problems Course
6 February - 11 February 1972 |

Copies of the course brochure giving full details of all three courses are available on request from the National Association of Port Employers, 3-5 Queen Square, London WC 1, to whom enquiries and nominations for places on the courses should be made.

Arrangements for courses in October to December 1972 will be made during 1972. Full details will be published in the NAPE 1972/73 brochure.

Further Training Information

National Association of Port Employers

The functions of the National Association in relation to training are firstly to give a lead to member organisations by establishing sound national training policies, and secondly to offer guidance and assistance as required in their application. The Training and Education Committee gives detailed consideration to the formation of training policies, and advises the Executive Committee accordingly. In addition the Training and Education Committee keeps under review practical developments in training in member companies and authorities.

It is the Association's belief that training is a line management responsibility, and national advice emphasises the need for managements to assign responsibility for training at a suitable senior level and to plan all training activity on a systematic basis to meet defined training needs.

To supplement in-company training arrangements, the National Association offers assistance with training questions to members through the services of their Training Development Officers. In addition, the Association sponsors courses for supervisory grades at Burton Manor College, and makes special provision to meet particular needs, such as a recent successful series of one-day seminars for senior managers on the Industrial Relations Act.

National Dock Labour Board

The National Dock Labour Board continues to operate eight training centres for dock workers at the ports of London, Liverpool, Hull, Southampton, Bristol, Manchester, Grangemouth and Barry. The new London centre will be completed by the end of 1971 and is expected to be fully operational by March 1972.

The centres possess adequate classroom accommodation with suitable visual aids and outside facilities for practical training in basic and specialist dock work skills. These facilities include land based ship's derrick rigs, together with a barge or dummy hold in each case; models are also provided for preliminary instruction in derrick working. Mechanical equipment training is covered by the provision of mobile cranes, fork lift trucks, and where appropriate, electric platform trucks. Training on more specialised items of equipment is provided on request, either at the training centres or at employers' premises.

Courses in tallying and documentation are available at all the centres and during the present period metrication courses have been arranged in readiness for the changeover to metric units in the Industry.

Short safety courses are run at each centre, either for general dock working or, where required, specifically for plant operators. The centres also provide accommodation and organisation for shop steward training on behalf of the Industry.

Instructors at the centres are qualified to conduct analytical studies either as a preliminary to formulating training programmes, or for the identification of training needs within operational problems. Chief Instructors and their staffs are available to conduct such studies or give help and advice to employers on their training requirements for existing operations or the development of new working systems.

The provision of training for dock workers is financed from the dock labour scheme levy and no further training charge is made. Employers are, however, responsible for the payment of wages and local travelling expenses to registered men. Training Courses, or accommodation and assistance as necessary, can be provided from time to time for other than registered dockworkers. A charge to cover costs may be raised on such occasions according to circumstances.

Dates of Courses sponsored by the National Ports Council

Course	Location	Date
Management Courses in the Transport Industry	British Transport Staff College, Woking	Mid Career Course 31 2 Jan - 25 Mar Mid Career Course 32 7 May - 29 July Mid Career Course 33 17 Sept - 9 Dec Finance & Accounting for Managers 27 Feb - 2 Mar 2 July - 6 July 12 Nov - 16 Nov Marketing Course 16 - 21 April
Management in the Port Transport Industry	Polytechnic of Central London	Course I Preliminary Seminar 14 - 16 Feb Part I 10 - 14 April Part II 4 short visits during weeks commencing 1 May, 15 May, 5 June, 19 June Final Seminar 11 - 13 Oct Course II Preliminary Seminar 12 - 14 June Part I 25 - 29 Sept Part II 4 short visits during weeks commencing 23 Oct, 6 Nov, 20 Nov, 4 Dec Final Seminar late Feb 1973
Management in Port Operations	University of Wales Institute of Science and Technology	24 April - 5 May
Harbour Masters' Seminar	University of Wales Institute of Science and Technology	20 - 22 Sept
Pilotage Seminar	University of Wales Institute of Science and Technology	18 - 20 Sept
Engineers' Seminar	University of Wales Institute of Science and Technology	4 - 6 Jan

Dates of Courses sponsored by the National Ports Council—*continued*

Course	Location	Date
Finance Seminar	University of Wales Institute of Science and Technology	21 – 23 Mar
Research and Development in Cargo Handling	University of Wales Institute of Science and Technology	12 – 14 Dec
Management Development Course (suitable for Junior Managers)	Port of London Authority (arranged by South West London College)	21 – 25 Feb & 20 – 24 Mar 10 – 14 April & 1 – 5 May 15 – 19 May & 5 – 9 June 2 – 6 Oct & 16 – 20 Oct
Instructors Course	Week I – Southampton Week II – Liverpool Week III – Bristol Arranged by National Ports Council and National Dock Labour Board	Week I 6 – 10 Mar Week II 17 – 21 April Week III 22 – 26 May

National Ports Council Publications

The following training booklets are available on request:

A Training Recommendations

1. Departmental Induction
2. Guidance on allowances for those attending external training courses
3. Course Administration
4. Explanatory notes on the agreed Training Policy for the Port Transport Industry
5. Training Budgets

B Training Research Occasional Papers:

1. The Supervisor and Technological Change (SBN 901058 20 3)
2. An Evaluation of Project Work in Ports Management Courses (SBN 901058 21 1)

C Work Study in Ports (SBN 901058 12 2)

An Introduction for Management and Supervision

(Prepared in consultation with the National Association of Port Employers)

D Work Study and the Port Worker (SBN 901058 24 6)

(Prepared in consultation with the National Joint Council for the Port Transport Industry)

ERIC Clearinghouse

Other recent publications are as follows:

Container and Roll-on Statistics. Great Britain, 1971,

Part 1 (SBN 901058 17 3) £1.00

Part 2 (SBN 901058 26 2) £1.00

Digest of Port Statistics, 1971 (SBN 901058 16 5) £2.25

Research and Technical Bulletin No. 8 (SBN 901058 18 1) £1.00

A Comparison Study between Tug-Barge Systems and Conventional Ships in selected United Kingdom - Continental Trades. A Study for the Council by Kingston Marine Technology and Transport Research Ltd together with a summary of further work undertaken by the Council's staff (SBN 901058 25 4) £10.00

Port Costs and the Demand for Port Facilities. A report to the Council by Professor M A Peston and Mr R Rees (SBN 901058 27 0) £5.00.

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on Adult Education